

Executive Vice President and Provost's Report

Faculty Senate

September 8, 2008

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HEALTH CARE BENEFITS SURPLUS

Bill Decatur, Senior Vice President for Finance and Administration, and I met with the leadership of Faculty Senate, Classified Senate, and Administrative Senate in July to discuss the distribution of the existing surplus derived from employee premiums. The result of the meeting was an agreement to use the employee premium portion of the surplus to create a health care credit. In addition, President McDavis has decided to offer a health care credit to the bargaining units. He has authorized Linda Lonsinger, interim associate vice president for finance and administration for Human Resources, to contact the bargaining units and begin discussions on the issue. The timing and amount of the health care credit for non-bargaining unit employees will be discussed at a meeting of the constituent heads to be held in early September.

President McDavis has made a decision about the portion of the health care benefits surplus contributed by the university. Part of it will be held to be used in funding Objective 20 of the Five Year Vision Ohio Implementation Plan ("Improve the overall health of our faculty and staff by creating a culture of wellness and by encouraging healthy lifestyles"). The remainder of the surplus will be used to strengthen the financial position of the university and thereby support its academic priorities. The details of apportioning the funding will be discussed with Budget Planning Council.

Quarters to Semesters (Q2S)

The Ohio University Board of Trustees must give final approval to the change to semesters and is expected to do so in October. The three other state institutions still on quarters (Wright State University, Ohio State University, and University of Cincinnati) are also in the process of acting on the recommendation by the Ohio Board of Regents for a universal academic calendar. To ensure the best outcome for Ohio University students and faculty in a change to semesters, the planning process for the change is underway.

The Quarters to Semesters Transition Team will have its initial meeting this week. The Q2S Transition Team is a group of students, faculty, staff, administrators, and a member of the Athens community appointed by President McDavis. They will be charged with helping the university to articulate its blueprint for the four-year semester conversion process. Documents relating to the Q2S Transition Team will be available on the Office of the Executive Vice President and Provost Web site later in the week.

ENROLLMENT/RETENTION/RECRUITMENT UPDATES

The Office of Institutional Research will not have definitive enrollment numbers until a few days after the start of fall quarter. The information in this report is based on admission indicators as of Friday, September 5, 2008. While caution should be exercised at this juncture, if the numbers continue to hold the university will be in good stead on one of the most critical element of university operations—enrollment.

Preregistration and Retention for Fall 2008

Total undergraduate preregistration has been running slightly ahead of last year and is on target with our budgeted enrollment numbers.

Our FYVOIP retention goal for AY 2007-2008 was to stabilize retention at the AY 2006-2007 level of 78%.¹ ***Based on preregistrations, first-year retention looks like it will be up 1-2%.***

Moving one and perhaps two percentage points is an important campus-wide achievement. The colleges, their faculty, and student support staff have focused their attention and resources on retention over the past two years. Residence Life has also been an important partner. In addition to college-based and Residence Life-based retention efforts, funds from the Office of the Executive Vice President and Provost were used to support the following retention strategies which have been spearheaded by University College and utilized by all academic units:

1. Learning communities
2. Allen Student Help Center
3. Learning Community Expansion, UC 115 Enhancement, and UC 115/Learning Community Initiative
4. Academic Alert System - <http://www.ohio.edu/univcollege/alert.cfm>
5. Attendance Tracking Project
6. Student Readiness Inventory (SRI)
7. Computer/printer loan program for students with financial need
8. Research projects to capture retention data and use it for current and future retention efforts

Athens Campus Incoming Class

The University had 14,946 freshmen applications up 1,027 from this time last year (an 8% increase). The applications numbers are the highest ever received in the history of the institution.

¹ Five Year Vision Ohio Implementation Plan, Objective 2 [Improve retention rate and engagement of first-year students to increase the graduation rate of undergraduate students]; Strategy 3 [Set retention/graduation targets and monitor progress].

Transfer applications grew by 87. It appears that our enrollment numbers are also on the rise with preliminary estimates suggesting an increase of between 20 to 30 transfer students.

From this record number of applications, we have built a class that is strong on quality and diversity. Average high school g.p.a. for final admits is 3.37 this year, compared to 3.34 at this time last year. Average ACT is currently 23.73 compared to 23.66 in the previous year. Selectivity increased; the Office of Admissions admitted 78% of this year's applicants compared to 82% of last year's pool.

Multicultural applications increased by 337 this year (a 19% increase). Among final admits—Native Americans were up 8; African Americans were up 65; Asian Americans were down 14; and Hispanics were up 12. International applications also grew with 136 more applications than the previous year (a 56% increase). We are anticipating a record number of international students in our undergraduate student body.

Worrisome economic conditions in Ohio and other parts of the state have been a significant cause of concern for university enrollments. But thanks to the efforts of the Office of Admissions, the assistant and associate deans and faculty in each of the colleges, Student Affairs, the Housing Office, and University Communications and Marketing, we appear to have held our own.

Applications are already rolling in for the Class of 2013, but 2008-2009 marks the first year in a predicted decade-long demographic decline in projected Ohio high school graduates. The recruitment climate is expected to become markedly more competitive as universities target a shrinking pool of students. Our recent successes in recruitment are encouraging, but we will need to continue to maintain focus and develop our strategies.

THIRD IN THE NATION IN PREDICTED GRADUATION

Ohio University ranks third in the nation in predicted graduation rate among major universities—a key indicator of student success. According to *U.S. News & World Report's* 2008 annual guide to colleges, Ohio University's graduation rate performance was third out of 262 ranked national universities. The university has made it into the top 10 in this category for four consecutive years. It is in a measure such as this that we see the contributions made by faculty advising and mentoring, strong academic support services, our established tradition of undergraduate research and creative activity, and specialized programs such as learning communities.

“THE PROMISE” CONTINUES

“The Promise” marketing campaign that focuses on the academic excellence of the institution continues into the new academic year. A media buy is being negotiated to continue the successful multi-media campaign that began last year.²

“The Promise” is also the theme of our new admission materials.³ Instead of the traditional “viewbook,” University Communications and Marketing, working with stakeholders across campus, produced four smaller booklets.

“Experience the Promise” combines iconic images of people and events with significant facts about Ohio University. “The Look of Promise” contains “beauty shots” of campus and inspiring quotes from faculty. “Voices of Promise” features portraits of outstanding students taken by award-winning student photographers. “The Facts of Ohio’s

² The media buy is part of FYVOIP Strategy 1 [Undertake an academic marketing campaign] of Objective 12 [Clearly communicate our distinctive identity as an institution to all stakeholders, and using strategic communications (e.g. advertising, news media relations, print and electronic publications) and external relations practices (e.g., community affairs and government relations) to effectively position the university].

³ The new admissions materials are part of FYVOIP Strategy 5 [Expand marketing and advertising] of Objective 10 [Create and implement a strategic enrollment management plan that promotes fiscal stability and improvements in quality, access, and affordability/efficiency.]

Promise” provides information about academic programs, campus life, and how to apply to the university. All of the booklets are packaged in a clever envelope that encourages students to “Discover Your Promise.”

OFFICE OF NATIONALLY COMPETITIVE AWARDS

In August, the Office of Nationally Competitive Awards (ONCA) released its report on 2007-2008. The report indicates that 105 Ohio University students submitted 137 applications for 55 distinct awards. They won 75. It is worth noting how this year compares with past years.

In 2006-2007, 98 students submitted 121 applications for 53 distinct awards, winning 50.
In 2005-2006, 85 students submitted 105 applications for 49 distinct awards, winning 45.
In 2004-2005, 68 students submitted 85 applications for 30 distinct awards, winning 37.
In 2003-2004, 52 students submitted 64 applications for 18 distinct awards, winning 23.

ONCA announced last week the first nationally competitive award of the new academic year. Connie Theobald, a senior majoring in Linguistics with a minor in Military Science, has been awarded the Women in Defense HORIZONS Scholarship. The HORIZONS Foundation Scholarship was established to "encourage women to pursue careers related to the national security and defense interests of the United States and to provide development opportunities to women already working in national security and defense fields." Selection is based on academic achievement, participation in defense and national security activities, field of study, work experiences and application materials. In her notification letter they told her: "Your studies and experience set you apart from an outstanding group of scholarship candidates." She received the highest award possible and was assisted with her application by Colonel Hauschild of the Military Science Department.

SEARCHES

Vice Provost for Diversity, Access, and Equity

In September, two candidates for the position of Vice Provost for Diversity, Access, and Equity will make campus visits.

- Brian Bridges will be on campus September 18 and September 19. Dr. Bridges is the associate director of the Center for Advancement of Racial and Ethnic Equality at the American Council on Education
- Hazel Rountree will be on campus September 25 and September 26. Ms. Rountree is the assistant director of Affirmative Action Programs at Wright State University.

Organization of the searches for the dean of the College of Health and Human Services and for the dean of the Honors Tutorial College is under way.

MAJOR STRATEGIC INITIATIVES UPDATES

Five Year Vision Ohio Implementation Plan (FYVOIP)

The latest draft of the FYVOIP is available at <http://www.ohio.edu/provost/VisionImplementation.cfm> along with a list of fiscal year 2009 investments.

Over the summer a web-based task tracking tool was developed for the FYVOIP. In September, units will begin entering the steps they plan to take on the parts of the plan for which they are accountable. The first progress report on the FYVOIP will be provided to the campus at the end of fall quarter.

The Vision Ohio Steering Committee, made up of stakeholders from across the campus, will resume its work in September. The first task to be completed is to create and distribute a form to allow planning units and constituent groups (Student Senate, Graduate Student Senate, Classified Senate, Administrative Senate, and Faculty Senate) to put forward additions or revisions to current strategies or outcomes, new strategies and outcomes, and resource requests.

University System of Ohio (USO)

Chancellor of the Ohio Board of Regents Eric Fingerhut will address Faculty Senate at its first meeting of the academic year (September 8, 7:00 p.m. in 235 Walter Hall). The visit of the Chancellor will provide a good opportunity to learn about USO initiatives and to ask questions.

Voluntary System of Accountability (VSA)

In June, Ohio University along with the 12 other public universities in the state committed to participate in the Voluntary System of Accountability. The VSA, which is sponsored by the American Association of State Colleges and Universities and the National Association of State University and Land-Grant Colleges, asks universities to make information about key institutional characteristics available to the public in a standardized format. Chancellor Fingerhut who was present when President McDavis and other university leaders signed the VSA agreement stated that "joining the Voluntary System of Accountability is a key strategy outlined in Ohio's 10-year Strategic Plan for Higher Education, and is a major step forward for the University System of Ohio."

Information on an institution's graduation and retention rates, its cost, the type of financial aid it offers, its degrees, campus safety, learning outcomes, and student satisfaction is displayed in a common framework known as the "College Portrait." All Ohio public universities are required to post their "College Portraits" by September 11. Thanks to the work of the Office of Institutional Research, Ohio University's College Portrait icon is now live on the "About Ohio" page <http://www.ohio.edu/admissions/facts.cfm> . Clicking on the "College Portrait" icon at the bottom will take you directly to Ohio University's pages. See also, *Outlook*, June 16, 2008, "University Adopts Accountability Pact" <http://www.ohio.edu/outlook/07-08/June/608.cfm> .

State Funding Formula

IUC Subcommittee of the Ohio Board of Regents Subsidy Funding Consultation which is made up of the chief financial and business officers in the state is finalizing a set of recommendations for the Chancellor. Their task has been to demonstrate how state funding can move from an activity-based formula to an outcome-based formula.

An outcome-based funding structure would like take into account activities such as:

- Enrollment - Course Completions
- Degree Attainment
- Doctoral Education Funding
- Research Funding
- Medical Education Funding
- Mission-specific Goals
- Regional Campuses

The final recommendations of the IUC subcommittee are expected shortly.

USO Deadlines

The following reports are required of all public universities:

- 1) The first concerns the "good faith estimates" report to be submitted on November 30, 2008, which details enrollments and endowment growth, tuition changes, and student out-of-pocket costs.
- 2) The second is a document that will indicate how each institution will contribute to meeting the system-wide accountability measures. That report is to be submitted by each institution by November 30, 2008. The document requires Board of Trustee approval.

3) The third is a "centers of excellence" report due on June 30, 2009. The document also requires Board of Trustee approval.

Task Force on Centers of Excellence in Professional and Graduate Education [Contributed by Ben Ogles]

Graduate and professional programs are busy gathering data and writing self-studies for entry into the on-line data collection system. The deadline for submission of program self-studies is October 6, 2008. Once the self-studies are completed, the committee will begin their evaluation of the programs.

Academic Support Unit Review Committee (ASURC) [Contributed by Gary Neiman]

The Academic Support Unit Review Committee has completed the final draft of its review guidelines. Academic support unit review, called for in the Five Year Vision Ohio Implementation Plan, is a collaborative process intended to assess each program's quality and effectiveness, to create and perpetuate a culture of continuous improvement, to stimulate planning and outcomes that align closely with Vision Ohio priorities, and to create efficiencies that can lead to new resources for investment in academic programs.

A communication plan, including a website, has been established and will be disseminated over the next few weeks. A calendar of scheduled reviews of academic support and co-curricular units from FY08 through FY15 has been established. Reviews began last year with Dining Services, the Kennedy Museum, and Campus Recreation. Reviews scheduled for this year (FY09) include Intercollegiate Athletics, University Libraries, Information Technology (Applications/Services), Counseling & Psychological Services/Student Health Services/Health Promotion, Finance and Budget, Campus Services (Printing), WellWorks, Chillicothe Regional Campus; and Admissions.

Susan Sarnoff has served as the Faculty Senate representative on the ASURC.

Strategic Enrollment Management Plan [Contributed by Craig Cornell]

The Enrollment Management division is tasked with developing the strategy to assure that Ohio University is positioned to meet its Five Year Vision Ohio Implementation Plan student enrollment goals. The division incorporates the Offices of Admissions, Registrar, and Financial Aid and Scholarships and is overseen by Craig Cornell, Vice Provost for Enrollment Management. A key advisory group for the plan is the Enrollment Management Advisory Committee that has been led by Matt White, associate professor, in the Department of Biological Sciences. The following are updates relative to recent and on-going projects related to the Strategic Enrollment Management Plan.

Enrollment Management:

A full analysis is being done of our current scholarship award programs to determine their efficacy in light of a continually changing market environment. In addition, a comprehensive enrollment plan relative to changing Ohio and national demographics, as well as historical precedents here at Ohio University, is in the process of development.

Office of Student Financial Aid and Scholarships:

Student Financial Aid and Scholarships is developing an online financial aid estimator for students and parents that will estimate possible financial aid awards. This self-service function will provide prospective students and their families estimated costs, aid options, and out-of-pocket expenses to attend Ohio University for the 2009-10 academic year and beyond.

Office of the University Registrar:

The Office of the University Registrar recently coordinated a project for the University to send and receive transcripts electronically with our Ohio public sister institutions. This was a mandate from the Ohio Board of Regents to facilitate the exchange of education records in the spirit of promoting more seamless transferability of credit.

The Office of the University Registrar with the Office of Information Technology recently released an enhanced Course Offerings system. Students may search for available classes in a variety of ways to find the classes they need or want. Searches may be done by the new general education code as well as the existing general education codes. The data are refreshed more frequently than the previous system and provide more information up front to the student such as the course fee, prerequisites, special notes, etc.

The Office of the University Registrar, in collaboration with the Office of Information Technology, made available for students the ability to run degree audit reports for majors that a student has not declared but may be interested in pursuing. The "What-if" DARS feature is available to both students and their advisor(s).

Office of Undergraduate Admissions:

The Office of Undergraduate Admissions is already underway recruiting the 2009-2010 class with the goal to equal or exceed the record number of applications (14,046+) from this years' class. A new set of recruitment materials has been developed with University Communications and Marketing and will be a central focus in recruitment efforts this next year.

With a growing focus on transfer students and growth in that area this past year, Admissions presented a plan this summer to centralize the process of transfer credit review for general education courses and to streamline our overall articulation agreement development.

In addition, the office is moving toward paperless processing of student applications by implementing document imaging this fall.

STUDENT INFORMATION SYSTEM (SIS) PROJECT [Contributed by Shelley Ruff]

The University's project to replace its existing Student Information System (SIS) with Oracle's PeopleSoft Campus Solutions has completed its Pre-Implementation Planning Phase.

Funding for this phase had previously been approved at \$4 million, of which \$3.2 million was allocated to three distinct, but related projects:

1. Implementation of Oracle's Data Privacy Shield (ODPS) - \$630,000. This was a proof-of-concept project that provided the foundation for the storage of personally identifiable information in a single central repository, or "vault", thereby eliminating the need to store information in multiple source systems. The initial ODPS Guest Management implementation was successfully moved into production in May, and the next two phases of ODPS include Oracle eBusiness suite and PeopleSoft Campus Solutions.
2. Replacement of the current SIS Housing System - \$150,000. The current SIS Housing system, which manages residential student housing functions, has been replaced with Adirondack Solution's Housing Director. An added benefit to this implementation was Adirondack's Judicial Officer module, which is used to track and manage student judicial records.
3. Pre-Implementation Planning for SIS - \$2,470,000. Facilitated by CIBER, an external consulting firm, this planning phase included the purchase and fit/gap analysis of PeopleSoft Campus Solutions, a readiness assessment, and the creation of the project charter, detailed project plan and budget.

The pre-implementation planning effort with CIBER has proven to be a very valuable exercise for the SIS project team members, as well as Ohio faculty and staff. Interviews and various project-related events were well attended; ideas for change and thoughts for areas of improvement were well-received; and because the project team has become much more knowledgeable about the PeopleSoft Campus Solutions software, they have an enhanced perspective on the effort required to effectively implement the new system at Ohio.

The team has achieved a very successful end to the planning preparation and looks forward to the implementation phase of the project. Ongoing discussions are occurring with the Provost and the Vice President for Finance and Administration, as their offices work to identify the source of funds needed to move forward with the implementation of the new Ohio Student Information System.

Chris Moberg, Chair of the Department of Marketing, will serve as the faculty representative on the SIS Advisory Group.

SIGNING OF FACULTY SENATE RESOLUTIONS

A short piece written by James J. O'Donnell, provost of Georgetown University, appeared in the June 27, 2008 edition of the *Chronicle of Higher Education*. Entitled "What a Provost Knows and Can't Tell," it captures well some of the joys and the challenges of being the chief academic officer at a university.

O'Donnell writes that as a provost he had to get used to "being the object of (usually) undeserved suspicion. . . . The hardest part of being provost has been learning that it's right and proper that I be suspected—that such vigilance is part of what keeps our institution healthy."

I agree with O'Donnell that being suspected comes with the territory and that the actions of a provost need to be scrutinized. However, there are points when suspicions harden into narratives that take on a life of their own. A case in point is the narrative that surrounds my response to Faculty Senate resolutions. I heard a number of complaints over the summer about my "batting average" on Faculty Senate resolutions and asked Associate Provost Marty Tuck to conduct some analysis of the record.

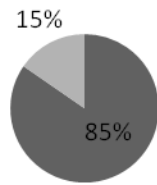
Marty's analysis found two types of Faculty Senate resolutions:

- Resolutions focused on curriculum and academic policies which the *Faculty Handbook* characterizes as the "primary jurisdiction" of Faculty Senate.
- Resolutions that address issues across the university in accord with the advocacy role of Faculty Senate in which it articulates "faculty views on all other University policies and practices."

Marty reviewed the distribution of the two types of resolutions during the four years that I have served as Provost and organized the information into resolution types which are displayed in charts on the next page.

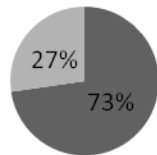
AY 2004-2005, Types of Resolutions

■ Curriculum & Academic Policies ■ Other



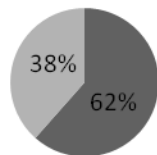
AY 2005-2006, Types of Resolutions

■ Curriculum & Academic Policies ■ Other



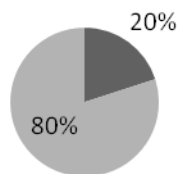
AY 2006-2007, Types of Resolutions

■ Curriculum & Academic Policies ■ Other



AY 2007-2008, Types of Resolutions

■ Curriculum & Academic Policies ■ Other



The charts illustrate that Faculty Senate has been shifting focus from its primary jurisdiction to its advocacy role. The shift is consistent with an institution undergoing significant changes.⁴ But the shift has implications when it comes to my track record of signing resolutions.

In my four years as Provost, I have signed all but two resolutions relating to curriculum and academic policies. When it comes to the primary jurisdiction of Faculty Senate, my record is one of strong support.

Advocacy resolutions, by their very nature, are often more difficult for me to sign. Over the past four years, I have decided not to sign advocacy resolution for three reasons:

- I could not sign as I lacked the ability to make the commitment called for in the resolution (e.g. resolution calling for the appointment of a faculty trustee to the Board of Trustees).
- I could not sign as my consent was not sufficient to make a commitment to bind parts of the university beyond the purview of the Office of the Executive Vice President and Provost (e.g. moratorium on the establishment of new university committees).
- I did not sign as I believed that it was not in the best interests of the university to do so (e.g. removing market calculations from the distribution of the FY 09 portion of the FYVOIP investment in faculty salaries).

In terms of the first two categories, it is worth noting that in most instances, Faculty Senate Executive Committee discusses resolutions with me before they come to floor. Consequently Faculty Senate knows in advance whether I have the authority to act on a resolution. Passing a resolution knowing that I cannot sign it as a political gesture is one thing, but calculating it as part of a “batting average” is not appropriate.

When it comes to third category, I act fully within the scope of my authority. I believe that my track record on these resolutions reflects principled decision making. In response to a resolution that I signed in January 2007, I agreed to respond within 60 days of a resolution’s passage, and, if I declined to sign, to provide a written response outlining my reasons for not signing. It holds me accountable for responding to Faculty Senate in ways that past provosts never were. Since the beginning of 2007 I have provided written responses detailing my reasons for not signing a resolution. My responses can be viewed on the Faculty Senate Web site.

In circumstances where I can sign an advocacy resolution, my decision not to sign it should not be interpreted as a disavowal of Faculty Senate. In the end, it is my responsibility to balance the advocacy of Faculty Senate with, to paraphrase O’Donnell, the difficulty of “knowing” and understanding institutional matters at the macro level.

In the future, I hope that we set aside “batting averages” in favor of substantive discussions about how all of us, myself included, can understand issues more effectively and make better decisions.

⁴ There are some curriculum and academic policy matters that have been in abeyance for awhile--academic honor code, undergraduate advising, online syllabi database, proposal from Chairs & Directors’ Council on Early Retirement Program, and faculty classification. Faculty Senate Executive Committee is aware of these issues and I look forward to working with them on resolving them.

OFFICE HOURS FOR FACULTY, FALL QUARTER 2008

As a means of increasing opportunities for informal discussions with faculty, I will be holding the following office hours during fall quarter. My office number is 304 Cutler. As my schedule is subject to change on short notice, I recommend calling 593-2600 to make sure that the office hours will be held on the day that you would like to stop by.

September 12, 10:00 a.m.-12:00 p.m.

September 16, 3:00 p.m-5:00 p.m.

September 26, 3:00 p.m-5:00 p.m.

October 3, 3:00 p.m-5:00 p.m.

October 8, 3:30 p.m-5:00 p.m.

October 17, 1:00 p.m.-3:00 p.m.

October 23, 3:00 p.m.- 5:00 p.m.

October 31, 8:00 a.m.-10:00 a.m.

November 4, 3:00 p.m.-5:00 p.m.

November 14, 3:00 p.m.-5:00 p.m.

Kathy A. Krendl

Executive Vice President and Provost